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DESIGNING A FRAMEWORK AND STRATEGIES TO ENHANCE INDIVIDUAL INNOVATIVE WORK BEHAVIOR: A CASE OF A NON-PROFIT IN PHNOM PENH, CAMBODIA

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Abstract

Innovation has become such a big part of our everyday life that everywhere we go, whatever we do, we tend to seek something new, whether these are new ideas, new experiences, new products, new places, or new technologies. For organizations in highly competitive environments, innovation ensures sustainability and competitive advantage. However, innovativeness comes from the organization's people, so innovative work behavior has rapidly become a significant factor for organizations to explore and establish. This research assesses the needs of five factors that enhance individual innovative work behavior in Pact Cambodia: job resourcefulness, work empowerment, employee motivation, leader-member exchange (LMX), and work engagement. A mixed research methodology was used, and the respondents included the population in the non-profit organization. All 25 employees responded to the survey questionnaire for quantitative research, whereas eight key employees were selected to participate in a focus group discussion. The quantitative data were analyzed using Cronbach's Alpha testing, descriptive analysis, and Priority needs index modified (PNI_{mod}). The qualitative data were analyzed using the inter-coding method. The results from PNI_{Mod} show that work empowerment, employee motivation, leader-member exchange, and innovative work behavior are the four factors that must be prioritized. The interview questionnaire used appreciative inquiry (AI) questions to further explore work engagement and innovative work behavior. Based on the overall results, the current situation of innovative work behavior is favorable, but PNI_{Modified} suggested that some factors should be prioritized to enhance individual innovative work behavior. Therefore, a framework and strategies are presented based on all data results.

Keywords: job resourcefulness, work empowerment, employee motivation, leader-member exchange (LMX), work engagement, innovative work behavior

Introduction

Typically, how non -profit organizations (NPO) are funded tends to systematically affect their innovativeness long-term because they rely on external sources of funds rather than on more predictable sources (Ranucci & Lee, 2019). However, financiers still demand that NPO

managers try to be innovative using design thinking tools when doing their tasks (Jaskyte et al., 2018). For non-profits, an abundance of human talent tends to have a positive relationship with innovation (Meyer & Leitner, 2018); this means that it is worthwhile to research what helps NPO individuals become innovative.

Pact Cambodia is currently an NPO that highly values and practices staff empowerment in their everyday working environment. The top management team also tries its best to encourage and support their employees for better work engagement. Since this organization is an international organization, they tend to have a very good working environment to foster staff's positive attitude. The top management team wants to better their efforts in this regard and better support their employees. They want to encourage innovative working behavior and creativity in their team for better work results.

Research Objectives

1. To determine the current situation of innovative work behavior as a result of the different factors.
2. To determine the expected situation of innovative work behavior as a result of the different factors.
3. To prioritize the needs factors to enhance innovative work behavior based on the PNI modified.
4. To design a framework and strategies based on the results.

Research Questions

1. What is the current situation of innovative work behavior as a result of the different factors?
2. What is the expected situation of innovative work behavior as a result of the different factors?
3. What are the priority needs factors to enhance innovative work behavior based on the PNI modified?
4. What framework and strategies can be designed based on the findings?

Literature Review

Social Cognitive Theory

Social cognitive theory is a useful paradigm to explain and understand voluntary human behaviors (Bandura, 1986). This theory's primary argument is that every individual's behavioral intention is a function of behavior and cognitive personal and environmental factors (Boateng et al., 2016). Based on social cognitive theory, two beliefs can be considered two major cognitive forces that guide an individual's behavior: outcome expectations and self-efficacy (Bandura, 1997). Community members are influenced by individual motivations and environmental elements perceived by individuals (Bao & Han, 2019).

Outcome Expectations

Outcome expectations refer to the individual's judgments of possible consequences that their behaviors will have on themselves (Bao & Han, 2019). Outcome expectations can be divided into three major forms: physical effects that accompany the behavior like pleasure, pain, or discomfort; social effects as a result of the behavior such as social recognition, monetary rewards, or power; self-evaluative effects to one's behavior such as self-satisfaction or a sense of pride (Bandura, 1997).

Self-efficacy

Self-efficacy is "a judgment of one's ability to organize and execute given types of performances" (Bandura, 1997, p. 21). In other words, self-efficacy is not about an individual's abilities; it is more concerned with the judgment that the individual has about what he or she can do with the skills that he or she possesses (Bandura, 1986).

Environmental Elements

According to social cognitive theory, the environment is one of the key factors influencing human behavior (Bandura, 2001). One fundamental belief of the social cognitive perspective is that in addition to direct experience, individuals develop and adjust their judgments or opinions by observing and learning from others' experiences and consequences in their environment (Bandura, 1986, 2001; Stegmann et al., 2012).

Regulatory Focus Theory

Regulatory focus theory is a motivational theory based on the assumption that individuals are self-regulators (Rich et al., 2018). By referring to self-regulators, it implies the way individuals intentionally direct their cognitive, emotional, or behavioral energy to align with the values, actions, and outcomes that are important to them (Higgins, 1997, 2000). Previous studies proved that regulatory foci could be a good predictor of attitudes and behaviors in the workplace (Brockner et al., 2002; Crowe and Higgins, 1997; Friedman & Forster, 2001).

Many scholars have adopted this theory, such as Rietzel (2011), to promote innovation in the workplace (Li et al., 2018). There are two different modes in regulatory focus; a promotion focus and a prevention focus. A promotion focus is when people are primarily focused on achievement, growth, and the realization of aspirations and a prevention focus is when people are focused on security, safety, and responsibility (Higgins, 1998; Shah et al., 1998). It has been proven by prior studies that individual promotion focus has a positive relationship with individual creativity and innovative performance, whereas individual prevention focus has none (Lam & Chiu, 2002; Wallace et al., 2016).

Studies Related to Variables

Job Resourcefulness

Job resourcefulness is an "enduring disposition" to use limited resources to overcome obstacles when completing job-related objectives (Licata et al., 2003, p.257). It can be viewed as an employee personality trait (Karatepe & Douri, 2012). Some researchers suggest that job resourcefulness is associated with job outcomes, including creativity and job satisfaction (Harris et al., 2006; Semedo et al., 2016). According to those previous studies, job-resourceful employees are intrinsically motivated to complete their jobs efficiently, and they also show higher work engagement (Cheng & Chen, 2017; Harris et al., 2013; Karatepe & Aga, 2012). Despite resource-depleted working conditions, job-resourceful employees can cope with work-related problems and still provide quality work outcomes (Harris et al., 2007). Also, employees with high job resourcefulness are more creative than those with low job resourcefulness (Semedo et al., 2016).

Employee Motivation

Motivation is the use of high levels of effort to complete organization goals while also satisfying people's requests (Ramlall, 2004; Rita et al., 2018). External motivation implies the compensation system consisting of various rewards such as competitive salary, fringe benefits, and bonuses (Skudiene & Auruskeviciene, 2010). External motivation only helps keep employees on the job, whereas internal motivation drives employees to perform more effectively (Minbaeva, 2008). Internal motivation, also known as intrinsic motivation, is individuals' motivation to complete tasks for their own sake or for the pure enjoyment of engaging with the specific task without obtaining rewards (Ryan & Deci, 2000). It is suggested that intrinsic motivation influences employees have more interest, excitement, and confidence, leading to enhanced work performance, persistence, self-esteem, and general well-being (Deci & Ryan, 2000, 2008). According to previous studies, intrinsic motivation is positively related to creativity and innovativeness (Bande et al., 2016; Dysvik & Kuvaas, 2013). Employees possessing high intrinsic motivation have a strong motivation to pay attention and meet customers' needs by actively coming up with new effective methods to solve problems (Liaw et al., 2010; Woolley & Fishbach, 2018).

Work Empowerment

Empowerment refers to the employees' ability to critically approach their job responsibilities, assess and challenge the current work process, and then make decisions to improve the process or solve emergent organizational problems (Nowak, 2019). Psychologically, empowering employees is also an important factor influencing organizational goals (Ugwu et al., 2013). Therefore, it is crucial to understand employees' psychological state's role that propels them to action (Ugwu et al., 2013). According to previous studies, individuals

who feel empowered are more innovative and creative and are perceived to be more efficient when completing their tasks (Spreitzer, 1995). They also show a more extra-role behavior (Morrison & Phelps, 1999). Co-workers and organizational members believe that empowered individuals are more effective (Quinn & Spreitzer, 1997).

Leader-Member Exchange

Previous studies have proven that leader-member exchange (LMX) is an effective tool used in promoting employee's innovative work behavior, but that relationship is very much dependent on many other factors (Schermuly et al., 2013; Volmer et al., 2012; Wang et al., 2015). LMX theory is based on the relationship between supervisors and employees (Graen & Uhl-Bien, 1995). Employees in high-quality LMX associations tend to get more of the leader's time, more guidance, more information, and more emotional support (Volmer et al., 2012). High-quality associations enable employees to be more innovative than those in low-quality relationships (Volmer et al., 2012). Employees benefit from high-quality associations that influence them to have a more concentrated approach to challenging tasks while growing self-esteem, task-related, and interpersonal encouragement (Tierney & Farmer, 2011). Along with an encouraging working environment that creates conditions that facilitate employee innovation (Saeed et al., 2018). Previous studies have also proven a positive relationship between LMX and innovation (Qu et al., 2017; Wang, 2016).

Employee Engagement

According to Kahn's (1990) conceptual work, personal engagement is related to the individual's choice of being present or absent in the present moment, referring to behaviors by which people involve themselves during work role performances (Huertas-Valdivia et al., 2017). It has been proven by previous studies that engaged employees to show engrossed effort with more energy and enthusiasm at work, which then influences to achieving higher levels of job outcomes (Alfes et al., 2013; Karatepe & Demir, 2014; Menguc et al., 2013; Paek et al., 2015). At the organizational level, other researchers defined employee engagement as "employees' cognitive, emotional and behavioral state directed toward desired organizational outcomes" (Shuck & Wollard, 2010, p.103), "a strong emotional bond that employees build with their employer that helps the organization succeed" (Quirke, 2008, p.102), and "and employees' emotional and intellectual commitment to their organization and its success" (Hewitt Associates, 2009, p.1). Work engagement significantly influences innovative work behavior when employees are interested and excited about their jobs more likely to improve continuously than those who do not (Bhatnagar, 2012; Yeh, 2012).

Innovative Work Behavior

Innovative work behavior is the initiation, development, realization, and implementation of a new idea that can improve a product, service, process, and work method (Yuan &

Woodman, 2010). In other words, innovative work behavior is when individuals show intentional behavior towards introducing or applying new ideas, products, processes, and procedures to their work role, unit, or organization (De Jong, 2007). Innovation will only occur when employees are engaged in activities that focus on generating and implementing ideas (Bos-Nehles et al., 2017). Every innovation is based on individuals, making them the cornerstone of innovation, central to every organization's innovative capacity (Bos-Nehles et al., 2017). Individuals' competency is crucial and influences the success of employee engagement and innovative activities (Du Chatenier, 2009).

Appreciative Inquiry

Appreciative inquiry has been proven and well-used in determining how organizations can improve their performance and achieve their strategic objectives (Davis, 2020). The basic principle of Appreciative Inquiry is to focus on positives and find ways to recreate successes instead of highlighting the problems and getting rid of failures (Cooperrider & Whitney, 1999). Appreciative Inquiry interventions start from discovering what is working well to determine best practices. Participants are then encouraged to determine the underlying reasons for such excellent experiences while finding ways to duplicate the actions or behaviors that were the success sources (Davis, 2020).

Needs Assessment

A needs assessment is a systematic procedure used to improve operations, programs, services, performance, and organizations (Altschuld & Kumar, 2010). It is a process that attempts to estimate deficiencies that are the measurable gaps between the current state of things or "what is" and the desired state of things or "what should be" (Watkins et al., 2012; Witkin & Altschuld, 1995). It is an effort to identify needs, activities to assess gaps and insufficiencies, and methods to predict deficiencies (Royse et al., 2009). "Need" is the discrepancy between the current state of "what is" and the desired state or "what should be" (Sapsombat & Roengsumran, 2019).

Modified Priority Needs Index (PNI_{Modified})

Modified Priority Needs Index or PNI_{Modified} is used to prioritize the needs (Wongwanich & Wiratchai, 2005). The formula is as follow:

$$PNI_{Modified} = (I - D) / D$$

I represents the desired state.

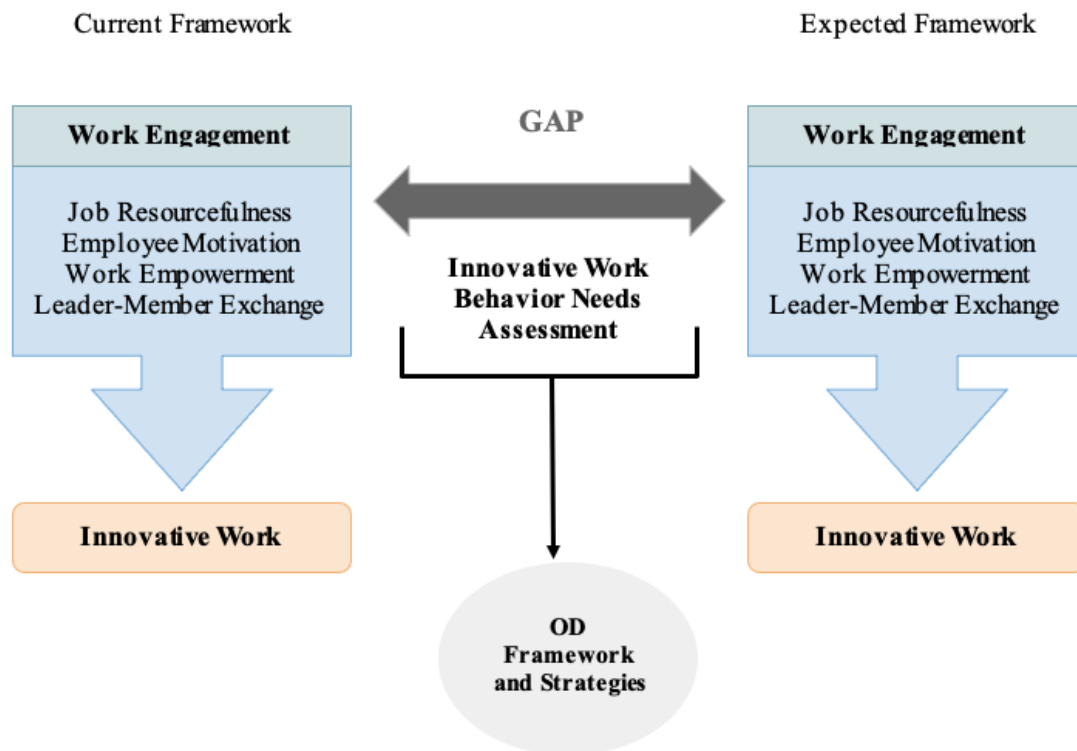
D represents the current state

Conceptual Framework

The conceptual framework shows the factors considered in the study, namely: job resourcefulness, employee motivation, work empowerment, and leader-member exchange, work engagement, and innovative work behavior. (Figure 1) The gap is determined through PNImod, and results are used to design the framework and strategies

Figure 1

Conceptual Framework of Innovative Work Behavior



Note. Developed by the researcher(2020).

Research Methodology

Research Design

This article is mixed-method research using quantitative and qualitative data. The quantitative data was collected through an online survey from all employees' levels within the organization, excluding the senior leadership team. Data from the online survey is used to assess the organization's needs for individual innovative work behavior. The qualitative data was obtained from key managers in the organization through a focus group discussion. This focus group discussion allows for a more in-depth understanding of their perspectives on innovative work behavior and its importance.

Research Instruments

Quantitative Research Instrument

An online survey questionnaire was distributed among all organization employees, excluding the senior leadership team members. The survey questionnaire was used to assess the current and expected situation of all the factors in this research. The data collected from this research instrument is used to identify priority needs for innovative work behavior in the organization.

Overall, the survey questionnaire consists of three parts; the first part being the questions based on the current and expected situation of the variables under this research study, the second part is a suggestion box for recommendations to improve innovative work behavior, and the last part being the demographic profile questions.

The survey questionnaire uses a 6-point Likert scale, from strongly disagree to strongly agree.

Qualitative Research Instrument

The focus group discussion questions were based on the Appreciative Inquiry method. Below are the questions:

1. What does work engagement mean to you? What does innovative work behavior mean to you?
2. Tell me about your one best experience working in Pact Cambodia when you felt most engaged and innovative? How did that positively affect you?
3. What factors do you think can influence work engagement? What factors will improve your innovative work behavior?
4. Imagine your ideal organization that fully supports innovative work behavior. What does it look like? How do the teams and colleagues work together? What type of support does

the organization offer? What are the strengths that enable you to become more innovative?

5. What can you do to enhance innovative work behavior? Where would you be willing to start from?

This focus group discussion was participated by eight key employees and managers from the organization. The contents inter coding method are used to analyze the data from this qualitative research instrument.

Research Sample

As the organization is relatively small with only 28 organizational members, the research collected quantitative data from all 25 employees, excluding three senior leadership team members.

The qualitative data was obtained from eight key employees and managers from the organization.

Results and Discussion

The demographic data results from this research study show that the number of males and females in the organization is fairly distributed, with 13 (52%) males and 12 (48%) females. Most of the respondents are from 26 to 35 years old, with 8 (32%) from 26 to 30 years old and 7 (28%) from 31 to 35.

Most of the respondents, 15 (60%), have worked in the organization for between 1 to 3 years. Although the organization consists of many different departments, the biggest department with 9 (36%) respondents is the program team. Most of the respondents n= 17 (68%) respondents have completed their bachelor's degree.

Research Objective 1: Current Situation of Innovative Work Behavior

Table 1 presents the quantitative and qualitative results for the current situation.

Table 1*Common Results from Quantitative and Qualitative Data for Current Situation*

Variables	Quantitative (Statement of highest mean)	Qualitative (Based on focus group discussion)
Job Resourcefulness	I explore options to get tasks completed successfully.	Finding new ways, or simplifying existing procedures while still reaching the same result.
Employee Motivation	When I face difficult problems, I try to solve it.	Learn from mistakes and improve the next time.
Work Empowerment	I have the necessary skills mastered to do my job.	Continuous learning.
Leader-Member Exchange	My working relationship with my immediate supervisor is effective. My immediate supervisor understands my problems and needs.	Top management pushes for different thinking.
Work Engagement	I look for how I can best involve myself and others to achieve/ excel in our shared goals collectively.	Program thinking and generative system map. Co- creation process with partners in order to design and frame their work together. Everyone can give ideas.
Innovative Work Behavior	I search out new working methods, techniques or instruments. I encourage my co-workers to enthusiastically offer innovative ideas.	Using technology to improve work outcome. Utilize technology and media to help facilitate meetings. Using technology to creatively make partners participate in events. Communicate in a creative way to save time. Everyone can give ideas Utilize terms as a way of addressing objects, making it easier to remember.

Table 1 concludes the current situation of innovative work behavior due to different factors from both quantitative and qualitative research.

The first common result is job resourcefulness, highlighting that they find and use different ways or methods to complete their jobs. The second common result is employee motivation, which highlights that they always try to solve problems by learning from their mistakes and improving them the next time. The third common result is work empowerment, highlighting that they have the necessary skills to do their job and continuously learn. The fourth common result is the leader-member exchange, which highlights that they have an understanding relationship with their supervisors and are very supportive. The fifth common result is for work

engagement, highlighting that they try to find ways to work together or involve others through co-creation or ideas sharing to reach their goals. The last common result is innovative work behavior, which highlights that they search out new methods and techniques, such as technology, to reach their goals. They also encourage others to give out new ideas.

Research Objective 2: Expected Situation of Innovative Work Behavior

Table 2 presents the results of the quantitative and qualitative results of the expected situation

Table 2

Common Results from Quantitative and Qualitative Data for Expected Situation

Variables	Quantitative (Statement of highest mean)	Qualitative (Based on focus group discussion)
Job Resourcefulness	I explore options to get tasks completed successfully.	Utilize technology
Employee Motivation	When I face difficult problems, I try to solve it.	Employees have internal motivation
Work Empowerment	I have the necessary skills mastered to do my job.	Sense of responsibility Employee empowerment Supportive organization
Leader-Member Exchange	My working relationship with my immediate supervisor is effective.	Supportive leadership style
Work Engagement	I closely engage with others to succeed in my job role.	Colleagues constantly support each other and work as a team.
Innovative Work Behavior	I create new ideas for difficult issues. I encourage my co-workers to enthusiastically offer innovative ideas.	Supportive working environment Ideas should be appreciated first even if having to reject them

Table 2 concludes the expected situation of innovative work behavior due to different factors from both quantitative and qualitative research.

The first common result is for job resourcefulness, which highlights that they want to find and use different ways or methods to complete their jobs, especially by utilizing technology. The second common result is for employee motivation, which highlights that they expect to solve problems that arise because they are internally motivated to do so. The third common result is work empowerment, which highlights that they expect to have the necessary skills mastered to do their job because of their sense of responsibility and a supportive organization that empowers employees. The fourth common result is the leader-member exchange, highlighting that they

want to have a good relationship with their supervisors, where their supervisors constantly support them. The fifth common result is work engagement, highlighting that they want to work together as a team to perform their job successfully. The last common result is for innovative work behavior, which highlights that they want to create new ideas when problems arise, and also they want to encourage their co-workers to come up with innovative ideas.

Research Objective 3: Priority Needs Factors to Enhance Innovative Work Behavior

Table 3 shows a gap between the current situation and the expected situation in Pact Cambodia. The results show the top four priority factors: Work Empowerment, Innovative Work Behavior, Employee Motivation, and Leader-member Exchange. These factors are used to design the framework and to enhance innovative work behavior in the organization.

Table 3

Summary of $PNI_{Modified}$ Results

Factors	<i>n</i>	Current Situation (D)		Expected Situation (I)		$PNI_{Modified}$	Rank
		<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>		
Work Empowerment	25	4.69	.71181	4.94	.744	0.0533	1
Innovative Work Behavior	25	4.69	.71545	4.88	.72572	0.0405	2
Employee Motivation	25	5.04	.74190	5.22	.74064	0.0357	3
Leader-Member Exchange	25	4.77	1.0024	4.94	.85477	0.0356	4
Work Engagement	25	5.0	.61614	5.1333	.72008	0.0266	5
Job Resourcefulness	25	4.89	.50042	5.01	.73058	0.0245	6
Total		4.85	.71469	5.0205	.75263	0.0351	

Table 4*Summary of PNI_{Modified} (Items within each factor) Results*

Factors	<i>n</i>	Current Situation		Expected Situation		PNI _{Modified}	Rank
		(D)		(I)			
		<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>		
Work Empowerment							
I can make appropriate decisions for my work within my control.	25	4.68	1.030	5.08	.954	0.0855	1
I can influence my co-workers (e.g., peers and supervisors) over what happens in our department.	25	4.36	.952	4.60	.866	0.055	2
I have the necessary skills mastered to do my job.	25	4.88	.833	5.12	.726	0.0492	3
Innovative Work Behavior							
I introduce innovative ideas, making it a part of the work environment.	25	4.52	.918	4.88	.726	0.0797	1
I create new ideas for difficult issues.	25	4.72	1.061	4.92	.909	0.0424	2
I encourage my co-workers to enthusiastically offer innovative ideas.	25	4.76	.879	4.92	.812	0.0336	3
Employee Motivation							
My job is interesting, making it a motivation on its own.	25	4.84	.898	5.04	.841	0.0413	1
My work motivates me to deliver better results.	25	5.04	.841	5.24	.831	0.0397	2
My work gives me the opportunities to grow my career.	25	5.08	.954	5.24	1.012	0.0315	3
Leader-Member Exchange							
I usually know where I stand with my immediate supervisor.	25	4.64	1.036	4.92	.812	0.0603	1
My working relationship with my immediate supervisor is effective.	25	4.88	1.166	5.08	.862	0.0409	2
My immediate supervisor recognizes my potential.	25	4.68	1.069	4.80	1.080	0.0256	3

Table 4 shows that the top three items under Work Empowerment show that employees have high expectations that they will make their own decisions for their work. They also want to influence their co-workers on what happens in the department and expect to have all the

necessary skills to do their job successfully; this means that they expect their supervisors to give them the power for decision-making for work their control. They also want to have a voice within their respective departments, and they want the organization to support them in terms of skills and training.

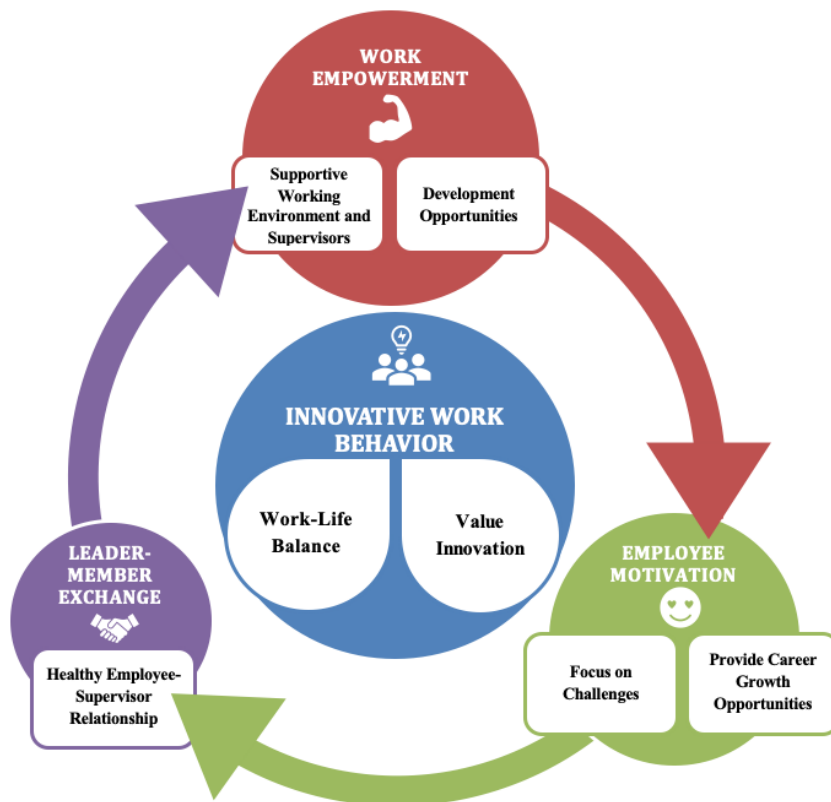
Under Employee Motivation, they have high expectations that their job can be interesting enough to motivate them, and they also expect that their work can motivate them to deliver better work outcomes. Lastly, they expect that their job will give them opportunities to grow their careers; this means that they want their work or projects to be interesting and feel more motivated to reach their work goals. They also want the organization to give them more opportunities to grow their career.

For Leader-Member Exchange, they have high expectations that they will know how to approach or communicate with their supervisors. They expect to have good relationships with their supervisors and expect their supervisors to recognize their potential; this means they want to have an open communication relationship with their supervisors. They also want their supervisors to see their potential and give them more opportunities, respectively.

As for Innovative Work Behavior, they have high expectations that they can bring innovative ideas into their work and embed it into their work environment. They expect to create new ideas for difficult problems, and they expect to encourage their co-workers to do the same; this means that they want the organizational support and space to become more innovative at work. They also want to make it a part of everyday work and bring up their innovative idea.

Research Objective 4: Framework and Strategies Based on the Results

Figure 2 presents the framework developed, and strategies are explained based on the results of the study.

Figure 2*A Framework to Enhance Innovative Work Behavior in Pact Cambodia*

Note: Developed for this research study by the researcher, 2020.

The framework consists of three influencing elements toward Innovative Work Behavior: Work Empowerment, Employee Motivation, and Leader-Member Exchange. To improve Innovative Work Behavior, the organization needs to improve the three elements that revolve around Innovative Work Behavior. Under each of these elements, recommended strategies can be used to improve the element's situation, which will then improve innovative work behavior. As the most important factor, direct strategies to improve Innovative Work Behavior are also presented. The size of the circles represents the importance of the element in this framework. Therefore, when aiming to improve the external elements to enhance innovative work behavior, Pact Cambodia should improve Work Empowerment and then move to the next element accordingly. The researcher constructed this framework based on the PNI_{Modified} results, qualitative data results, and previous studies.

It is important to note that even though these are the three main elements that will enhance innovative work behavior, each of these elements can still enhance individual innovative work behavior on its own.

Table 5 presents the recommended strategies to operationalize the framework. The areas to develop and strategies were designed based on qualitative results, PNI_{Modified} results, and previous studies.

Table 5

Operationalization of the Framework

Prioritized Factors	Areas to Develop	Strategies	Expected Outcomes
Work Empowerment	Employees can make appropriate decisions, can influence their departments, and have the skills needed for their jobs.	<p><u>Supportive Working Environment and Supervisors</u></p> <ol style="list-style-type: none"> 1. Giving employees autonomy to make decisions, and carry out their own choice of improvement measures within boundaries set for them. 2. Delegate responsibilities with the intent to grow and develop department members. 3. Give positive and constructive feedback. <p><u>Development Opportunities</u></p> <ol style="list-style-type: none"> 1. Continuous learning and development culture through learning goals and self-assessment, as well as peer-to-peer coaching ecosystem. 2. Create a manager coaching and mentorship system. 3. Provide cross-training opportunities. 	<ul style="list-style-type: none"> • Employees having abilities and power to determine their work outcome. • Employees continuously develop new skills.
Employee Motivation	<p>Job is interesting enough to act as a motivator.</p> <p>The job will give them opportunities to grow their career.</p>	<p><u>Focus on Challenges</u></p> <ol style="list-style-type: none"> 1. Involve employees with strategic decisions and planning with the leadership team. 2. Diversify tasks or projects, asking employees for their input and feedback. <p><u>Provide Career Growth Opportunities</u></p> <ol style="list-style-type: none"> 1. Allowing employees to have career enhancement opportunities. 2. Offer career assistance and mentorship by the leadership team. 	<ul style="list-style-type: none"> • Employees feel involved and motivated as an insider. • Employees can plan their career path.

Prioritized Factors	Areas to Develop	Strategies	Expected Outcomes
Leader-Member Exchange	Knowing where they stand with their supervisors, as well as effective relationships with supervisors.	<u>Healthy Employee-Supervisor Relationship</u> <ol style="list-style-type: none"> 1. Have an open door policy, where managers are approachable at all times. 	<ul style="list-style-type: none"> • Employees feel supported by their supervisors
Innovative Work Behavior	<p>Able to introduce innovative ideas, making it part of the work environment.</p> <p>Create new ideas for problems, and encourage others to do the same.</p>	<u>Work-Life Balance</u> <ol style="list-style-type: none"> 1. Restrict working hours for employees to focus more on productivity and more free time. 2. Offer flexible working policies in terms of working hours and locations. 3. Assess current workload, and consider the possibility of cutting down workload or extending project timeline. 4. Supervisors/leadership team offer social support to employees. <u>Value Innovation</u> <ol style="list-style-type: none"> 1. Give employees space and encouragement to practice “proactive creativity”. 2. Integrate innovative ideas as a part of employees’ performance review criteria. 	<ul style="list-style-type: none"> • Employees having enough time and space to think outside the box, and be creative. • Employees know and practice the importance of innovation, as part of their everyday work.

Work Empowerment

- **Supportive Working Environment and Supervisors:** For this strategy, the researcher proposes that the organization empowers its employees through a working environment where employees are fully supported by both the supervisors and the senior leadership team regarding decision-making, responsibilities, and recognition or constructive feedback. Pact Cambodia is recommended to psychologically empower their employees by giving them decision-making power, growing, developing them through responsibilities, and encouraging feedback.
- **Development Opportunities:** For this strategy, the researcher proposes that the organization empowers employees with organizational resources. Pact Cambodia is recommended to structurally empower employees by embedding a continuous learning and development culture into the work environment and creating a manager coaching and mentoring system, along with cross-training opportunities.

Employee Motivation

- **Focus on Challenges:** For this strategy, the researcher proposes that the organization motivates employees by challenging them. Pact Cambodia is recommended to involve employees in strategic decisions and planning and involve them in tasks or project choices.
- **Provide Career Growth Opportunities:** For this strategy, the researcher proposes that the organization support employees' career growth. Pact Cambodia is recommended to support their employees in determining their development plan to enhance their careers. Also, the leadership team can provide career assistance and mentorship to discuss career goals and how the organization can help them achieve that.

Leader-Member Exchange

- **Healthy Employee-Supervisor Relationship:** For this strategy, the researcher proposes that the organization embraces healthy employee-supervisor relationships at all organizational levels. Pact Cambodia is recommended to have an open-door policy, meaning that managers or supervisors need to have their doors open for employees to approach them regularly; this will create a strong and comfortable relationship where employees will share work concerns, new ideas, or complaints to their supervisors.

Innovative Work Behavior

- **Work-Life Balance:** For this strategy, the researcher proposes that the organization encourage their employees' work-life balance. Pact Cambodia is recommended to offer work-life balance policies by restricting working hours for employees not to spend their whole day working. They should also offer flexible working location policies, whereby employees can work from anywhere during half of their working hours, with added measures to ensure productivity and results properly. The leadership team should also assess the current workload and consider whether it is too much work during the timeline or is the timeline too short. Finally, social support should be offered to employees.
- **Value Innovation:** For this strategy, the researcher proposes that the organization strengthen innovation as part of its culture. Pact Cambodia is recommended to encourage "proactive creativity" and integrate innovativeness as part of their performance review criteria.

Conclusion

To achieve sustainability and competitive advantage, organizations must consider innovative work behavior an important influencing factor; this is especially true for non-profit organizations like Pact Cambodia, where they must compete for funding from donors to work on their projects. This research study was conducted to prioritize factors that enhance individual innovative work behavior in the workplace. This research study's main expectation is to develop an OD model to facilitate innovativeness in Pact Cambodia. To get the data needed, the researcher applied mixed-method research instruments on 25 employees. They responded to the survey questionnaire, with eight key employees participating further in a focus group discussion.

Overall, the research study presents the current situation, expected situation, and an OD model to enhance innovative work behavior. Descriptive results show that there is a gap between the current situation ($M= 4.85$, $SD= 0.71469$) and the expected situation ($M= 5.0205$, $SD= 0.75263$). Findings from the PNI_{Mod} results show that work empowerment ($PNI_{Mod}= 0.0533$), employee motivation ($PNI_{Mod}= 0.0357$), leader-member exchange ($PNI_{Mod}= 0.0356$), and innovative work behavior ($PNI_{Mod}= 0.0405$) are the top four factors that need to be prioritized.

According to these results, the research developed a framework and strategies to help facilitate individual innovative work behavior enhancement in Pact Cambodia.

Suggestions for Further Studies

This research study focuses on enhancing individual innovative work behavior in a non-profit organization called Pact Cambodia. The researcher used factors such as job resourcefulness, employee motivation, work empowerment, leader-member exchange to define work engagement and how those factors can enhance innovative work behavior. Other factors that influence innovative work behavior, which has not been covered in this research study, should be explored further. For this research study, the focus was to identify the needs and rank them accordingly. Thus, the underlying reasons for the needs can be explored in detail to develop clearer strategies to enhance innovative work behavior.

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